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9 December 1988

## MEMORANDUM FOR THE RECORD

SUBJECT: Management Trip - Action Items

1. In lieu of a detailed trip report, I think its more useful to identify issues that we need to address that I identified as I visited our bureaus and units. However, in general, the bureaus are healthy, appear to be managed well, and with the exception of the following issues seem to have things in relatively good shape.

2. HONG KONG BUREAU has taken an aggressive stand on the issue of supporting our monitorial work force in advance of the reversion in 1997. During my visit the monitorial work force, in an open session, made it perfectly clear that the memory of the cultural revolution and their current association with the CIA makes their situation unique relative to the rest of U.S. foreign national work force. They were quite concerned about the probabilities that we were going to be able to effectively do anything on their behalf. While I was unable to make any guarantees or promises, I made it clear that we were not standing idly by doing nothing and that to the degree we could help and assist we would. Subsequently, I met with Paul Murphy, the INS section chief in Hong Kong, who clearly defined for me the differences between legislation and regulations and the INS' interpretation on how to administer the regulations that they had developed. He believed that anything was possible, including Private Legislation, which is a far more optimistic position than I had anticipated. He did note that we ought to work with State Department, but agreed with me when I noted that State may not want to send an inappropriate signal to the Chinese by offering some protection to their foreign national work force. He agreed that we might have to unilaterally protect our own employees. I believe it is not premature to aggressively work this problem both in Hong Kong and here in Headquarters. The 15 year rule on employment, the unrelinquished permanent residence rule are all subject to change, but I seriously doubt that we would shorten the 15 to 7 or 8 so we must, therefore, act this calendar year and be honest with those employees who will have less than 7 or 8 at the time of reversion. There is little support for the position taken by our monitors. That is, no one believes the Chinese will come to Hong Kong with hobnailed boots on. Unfortunately, we will never convince those who lived through the cultural revolution. Also, I told the staff that I saw no reason to move at the time of reversion, and that if we wished to I thought we could stay in Hong Kong. In coordination with Hong Kong, I want to develop a FBIS position relative to PRA, the 15 year rule and then aggressively pursue this issue. (Action: C/Ops)

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3. OKINAWA BUREAU. The two issues in Okinawa are housing and the TCN concerns about their perceived second class status. There is no doubt in my mind that the housing in Okinawa needs to be replaced. Our attempts at refurbishing have failed. The bureau chief has been tasked to provide a cost analysis for off-base housing, but I believe that it is a foregone conclusion that that will not be cost effective. We must, therefore, get on with the A&E and budget planning to enter into a long term orderly program to replace our housing units on Okinawa.

The TCN issue and their perceptions are a little harder to grapple with and there does not seem to be a sense of priority in their list of grievances. I have to admit that the sum total of the grievances does paint a rather bleak picture of their state of life. Attached you will find a letter from [ ] summarizing what we spoke about at that meeting and a grievance letter written by them early this calendar year that apparently was not passed on to Headquarters. While I anticipated there are but a few of their concerns that can be addressed unilaterally by FBIS, I cannot believe that morale and productivity are going to improve unless management can demonstrate that we have heard their grievances and are to the best of our ability attempting to address them. Unfortunately, with the changeovers in the FNU many of these concerns have gone unanswered or in fact ignored. I would like a comprehensive study conducted that addresses our worldwide TCN situation. All policies, benefits, whether local or universal, will be reviewed. (Action: C/Ops, C/Admin)

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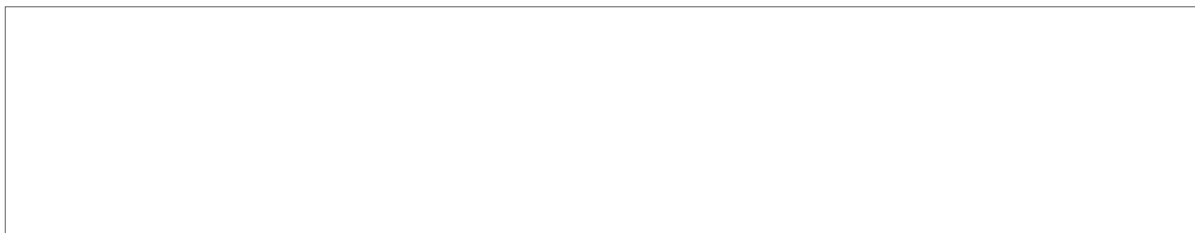
4. BANGKOK BUREAU. My meetings with Ambassador O'Donohue were far more congenial than those we conducted with his predecessor. O'Donohue has no problems with us extending our U.S. staff, but has taken the position for all members of his mission that there will be no expansion until he gets additional U.S. direct support in the Embassy. Given that the State IG will be visiting him shortly, he concurred in our plan to have the bureau chief make comment on the administrative support functions and need for additional staffing. I suggest, through whatever channels we have available in Washington, we try to do the same.

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5. SEOUL BUREAU. In Seoul the only issue appears to be the quality of life at the bureau. It is my feeling that before proceeding with FBA we should take a complete look at a restructuring of the bureau utilizing the entire floor space available to us on both sides of the access hallway and taking into account the lighting, windows, electrical supplies, etc. I don't want FBA forcing premature decisions relative to furniture and the renovation of the bureau. (Action: C/Ops, C/Admin, C/ESG)



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Attachment

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